



To Prevent. To Protect. To Prevail.

## **STRATEGIC PLAN**

**FY25-28**



## **THE SHELTER FOR ABUSED WOMEN & CHILDREN, INC. STRATEGIC PLAN FY25-28**

### VISION

A community free from domestic violence and human trafficking

### MISSION

Leading and collaborating with the community to prevent, protect, and prevail over domestic violence and human trafficking

### CORE VALUES

**Integrity:** We consistently demonstrate integrity in our decisions and actions while embracing a culture that promotes trust, respect, compassion, diversity, and inclusion

**Initiative:** We foster an atmosphere where everyone is empowered to take initiative and play a leadership role

**Innovation:** We develop innovative solutions to end domestic violence and human trafficking

## STRATEGIC GOALS

### I. PEOPLE: Building Upon Our Most Distinctive Strength

Goal: *Develop new, innovative ways to attract, retain and inspire staff, board members, volunteers and strategic partners committed to furthering the mission of The Shelter.*

#### *Objectives:*

1. Hire the best qualified people
2. Review and evaluate our benefits package annually to ensure that we remain competitive
3. Develop a Leadership Academy with an external firm
4. Training for program staff
  - a. Review our current training and evaluate areas that have opportunities for additional or improved training
5. Increase retention/ reduce attrition
  - a. Turnover rate of 10-15% or less over three-year period
6. Create living succession plans for key leadership positions
7. Evaluate the current culture by implementing bi-annual staff surveys

Long-term Goal: *To be the preferred nonprofit in Collier County in which to work or volunteer.*

### II. PROGRAMS AND SERVICES: Delivering Even Greater Impact

Goal: *Expand and strengthen programs and services to support survivors of domestic violence and human trafficking.*

#### *Objectives:*

1. Enhance services to support participants when referred to outside services
2. Enhance our Human Trafficking Program
3. Increase the number of DV and HT survivors that we serve
4. Establish a specialized advocate in substance abuse and mental health at both shelters using existing staff
5. Partner with outside entities to expand community education and outreach
6. Complete the construction of the 16-unit apartment building in Immokalee
7. Investigate opportunities for increasing transitional housing on or off property
8. Demonstrate and share success by gathering data on participants after they have completed their stay at The Shelter and transitional housing, over the long term

Long-term Goal: *The Shelter is known as the leader in supporting the community affected by domestic violence and human trafficking.*

### III. CONTINUOUS QUALITY IMPROVEMENT (CQI) Cornerstone for Change

*Goal: To improve the quality of services for Shelter participants, while improving the experiences of employees throughout the organization.*

#### *Objectives:*

1. Develop a process for continuous quality improvement and evaluation
2. Create annual core competency training for all program staff
3. Create an annual training plan for all program staff
4. Expand our Skilled Helper Training
5. Improve knowledge of mental health & substance abuse issues among our program staff
6. Enhance communication & buy-in among staff before CQI changes are made

*Long-term Goal: To become the preferred employer among non-profits in Collier County through the implementation of our Continuous Quality Improvement program.*

### IV. FUNDRAISING AND SUSTAINABILITY: Continuing Our Mission in Perpetuity

*Goal: Develop a broad spectrum of support to create the resources needed for a sustainable future.*

#### *Objectives:*

1. Create ways of engaging the influx of new community members to support The Shelter
2. Increase support and continue to steward Foundations for program expansion, funding development, and retention of donors
3. Expand the commitment of men to stand with The Shelter as equal partners to end domestic violence and human trafficking
4. Build donor retention
5. Create talking points that communicate the value and importance of how the endowment meets our mission (Quantitative)
6. Develop a Long-Term Reserve/ Capital Plan
  - a. Develop a long-term capital plan for utilization of endowment funds to support programs and services, and for capital needs to replace/ maintain current facilities
  - b. Develop a long-term capital plan for utilization of endowment funds to support our plans around new programs and facilities
7. Develop a plan to address the risk of loss of state and/or federal funding either by elimination or our own choosing to forego these funds
  - a. Create a plan to annually replace the \$2.1 million in funding that currently comprises our state and federal grant monies for one year

- b. In addition to public and foundation support, be prepared if necessary to access endowment funds particularly in the early years of this transition

Long-term Goal: *Achieve a broad, sustainable donor base that funds operating and capital requirements and builds The Shelter's endowment.*

## V. SHELTER AWARENESS:

Goal: Enhance awareness of The Shelter and its services among all of our constituencies (Staff, Directors, Trustees, Volunteers, and Guild) and the community at large.

### *Objectives:*

1. Communicate the critical role of The Shelter in the community.
2. Develop communications plan to reach these segmented groups - media, local clubs, all generational age groups, newcomers, and entrepreneurs
3. Communicate information about the key strategic services that help survivors to heal, become independent, and thrive.
4. Find different voices that people can relate to through storytelling
  - a. Include storytelling at the various boards
  - b. Include employees telling stories – their stories surrounding why they are a part of The Shelter, what resonates with them.
  - c. Provide information about programs, services, statistics, trends, and innovations.
5. Expand community awareness of the widespread impact of domestic violence and human trafficking
  - a. Strengthen collaboration with community partners through Shelter task forces (DV Task Force & Fatality Review Team), the Prevention Team, and other relevant program leaders.
  - b. Enhance public education efforts through the Prevention Program, equipping the community with knowledge and tools to break the cycle of abuse
6. Develop a plan designed to decrease the incidences of domestic violence in Collier County over the next 4-6 years
  - a. Pattern the plan after the effective campaign of Mothers Against Drunk Driving. Ensure it addresses the issue from multiple fronts (i.e., messaging designed to incrementally influence behavior in the community at large, increased consequences of being charged with DV, buy-in and support from legal and law enforcement)
  - b. Enlist the support of a public relations firm to effectively convey the campaign against domestic violence initially in Collier County and potentially nationwide thereafter

Long-term Goal: *Better communicate our mission to the community at large, allowing us to engage and support victims/survivors, and donors/ supporters.*



## APPENDIX 1

### THE SHELTER SPECIAL *AD HOC* STRATEGIC PLANNING COMMITTEE MEMBERS AND ADVISORS

**Lloyd Bettis**, Board of Directors Chair  
**Dave Pauldine**, Board of Directors Treasurer  
**Tom Doerr**, Board of Trustees  
**Linda Meak**, Board of Trustees  
**Mana Holtz**, Emeritus Trustee  
**Karen Colgain**, Guild President  
**Linda Oberhaus**, Chief Executive Officer  
**Cyndi Fields**, Chief Development Officer  
**Jean Witthoft**, Chief Administrative Officer  
**Susan Spry**, Chief Program Officer  
**Nga Cotter**, Chief Financial Officer  
**Angie Romak**, Executive Assistant

*A special thank you goes to the people and numerous staff members and Board for their tireless commitment and shared wisdom in developing this strategic plan.*